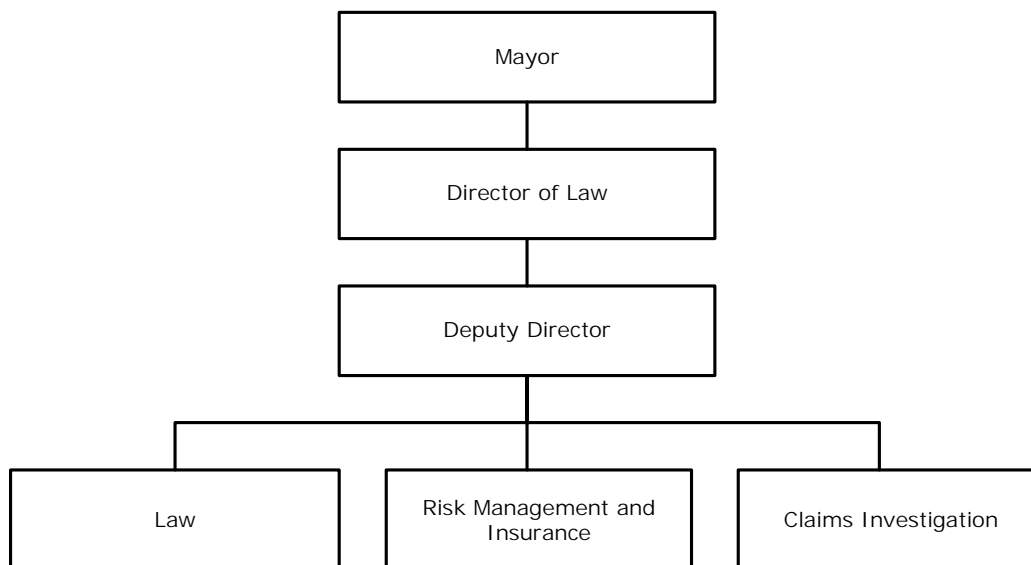


O6 Law—At a Glance

Mission	To provide complete legal advice and representation to all levels of the administrative, legislative and operational division of The Metropolitan Government of Nashville and Davidson County.			
Budget Summary		2001-02	2002-03	2003-04
	Expenditures and Transfers:			
	GSD General Fund	\$3,715,694	\$4,160,184	\$4,333,300
	Total Expenditures and Transfers	\$3,715,694	\$4,160,184	\$4,333,300
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$70,000	\$55,000	\$55,000
	Other Governments and Agencies	0	0	40,000
	Other Program Revenue	0	0	0
	Total Program Revenue	\$70,000	\$55,000	\$95,000
	Non-Program Revenue	70,000	90,000	80,400
	Transfers From Other Funds and Units	1,571,736	1,679,302	1,741,400
	Total Revenues	\$1,711,736	\$1,824,302	\$1,916,800
Positions	Total Budgeted Positions	50	52	53
Contacts	Director of Law: Karl Dean email: karl.dean@legal.nashville.org Deputy Director of Law: Sue Cain email: sue.cain@legal.nashville.org Old Ben West Library 225 Polk Avenue, Suite 210 37203 Phone: 862-6341 FAX: 862-6352			

Organizational Structure



O6 Law–At a Glance

Budget Highlights FY 2004

• Legislative functional transfer to Mayor's Office	\$-50,000
• Pay Plan/Benefit adjustments	164,900
• Information Systems billings	-3,900
• Postal Service billings	800
• Risk Management (funded by self-insured funds)	112,000
Total	<u>\$223,800</u>

Overview

LAW

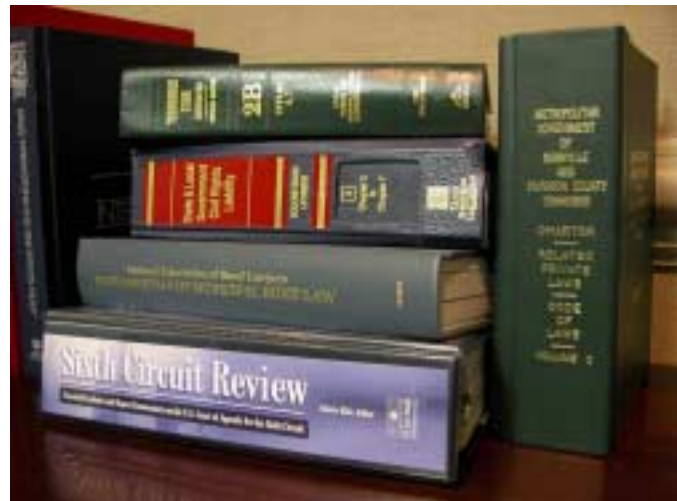
The Department of Law controls the law work for the Metropolitan Government; provides legal counsel to the Mayor, the Council, and all the officers, departments, boards, and commissions of the Metropolitan Government; represents the Metropolitan Government in all litigation; and approves all written instruments in which the Metropolitan Government is concerned.

RISK MANAGEMENT AND INSURANCE

The Department also administers a risk management and insurance program to identify, analyze, evaluate and make recommendations for the control of risks. As a result of these efforts, premiums for departments or funds are determined and paid based on exposure to risk.

CLAIMS INVESTIGATION

The claims division of the Department investigates and disposed of liability claims for and against the Metropolitan Government. This is coordinated with the Risk Management and Insurance division to lessen risk exposure.



O6 Law–Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
LAW					
1. To provide legal counsel to all departments, agencies and commissions of the Metropolitan Government in litigation matters.	a. New lawsuits	262	300	260	260
	b. Lawsuits closed	249	254	240	240
	c. Administrative hearings	325	425	325	325
2. To litigate delinquent property tax lawsuits in conjunction with the Clerk & Master's Office (Previously titled "Delinquent Taxes").	a. Number of Property Tax Parcels	3,500	4,171	3,200	4,000
	b. Amount delinquent (Property Tax)	\$4,300,000	\$4,610,082	\$4,000,000	\$4,600,000
	c. Amount collected	\$3,293,705	\$3,187,537	\$3,100,000	\$3,200,000
3. To provide legal advice to all departments, agencies and commissions of the Metropolitan Government.	Requests for legal advice	500	667	500	700
4. To process ordinances, resolutions and contracts for all departments, agencies and commissions of the Metropolitan Government.	a. Ordinances and resolutions drafted or reviewed	450	309	300	400
	b. Ordinances approved for codification	450	335	400	350
	c. Contracts reviewed or drafted	2,040	1,912	2,040	2,040
5. To litigate delinquent personalty tax lawsuits in conjunction with the Trustee's Office.	a. Number of Personalty Tax matters	3,500	3,078	3,600	3,500
	b. Amount sought/Delinquent Personalty Tax	\$2,626,067	\$2,587,662	\$2,000,000	\$2,000,000
	c. Amount collected – Personalty Tax	\$1,000,000	\$551,542	\$1,000,000	\$600,000
6. To litigate unpaid demolition liens in conjunction with Codes Department.	a. Number of demolition liens filed	0	69	20	20
	b. Total amount sought/demolition liens	0	\$286,360	\$40,000	\$45,000
	c. Amount collected – demolition liens	0	\$219,360	\$25,000	\$25,000
7. To litigate unpaid vegetation liens in conjunction with Metro Beautification and Environment Commission.	a. Number of vegetation liens filed	0	0	120	150
	b. Total amount sought/vegetation liens	0	0	\$85,000	\$85,000
	c. Amount collected – vegetation liens	0	0	\$60,000	\$45,000
RISK MANAGEMENT AND INSURANCE & CLAIMS INVESTIGATION					
1. To handle all claims for and against Metropolitan Government, including investigation and resolution of complaints referred by various governmental agencies and the public.	a. Claims filed	2,200	2,156	2,100	2,500
	b. Claims closed	2,300	2,089	2,100	2,500
	c. Amount paid	\$1,020,000	\$1,040,952	\$700,000	\$1,100,000

O6 Law–Financial

GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	3,100,553	3,081,432	3,477,328	3,754,200
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	66,490	75,439	71,500	19,700
Travel, Tuition, and Dues	49,162	45,192	53,600	56,600
Communications	237,317	177,603	237,800	194,800
Repairs & Maintenance Services	8,000	6,176	8,000	8,000
Internal Service Fees	114,966	113,495	113,756	104,800
TOTAL OTHER SERVICES	475,935	417,905	484,656	383,900
OTHER EXPENSE	139,206	213,294	198,200	195,200
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	3,715,694	3,712,631	4,160,184	4,333,300
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	3,715,694	3,712,631	4,160,184	4,333,300
PROGRAM REVENUE:				
Charges, Commissions, & Fees	70,000	44,836	55,000	55,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	40,000
Subtotal Other Governments & Agencies	0	0	0	40,000
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	70,000	44,836	55,000	95,000
NON-PROGRAM REVENUE:				
Property Taxes	70,000	78,980	90,000	72,500
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	7,900
TOTAL NON-PROGRAM REVENUE	70,000	78,980	90,000	80,400
TRANSFERS FROM OTHER FUNDS AND UNITS:	1,571,736	1,577,364	1,679,302	1,741,400
TOTAL REVENUE AND TRANSFERS	1,711,736	1,701,180	1,824,302	1,916,800

O6 Law–Financial

			FY 2002		FY 2003		FY 2004	
<u>Class</u>	<u>Grade</u>		<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
O6 Law Department - GSD Fund 10101								
Administrative Assistant	7241	SR09	4	4.0	4	4.0	4	4.0
Associate Metropolitan Attorney	7192	SR16	2	2.0	2	2.0	2	2.0
Attorney 1	0480	SR12	8	8.0	8	8.0	7	7.0
Attorney 2	0630	SR14	6	6.0	6	6.0	7	7.0
Attorney 3	4674	SR15	9	9.0	11	11.0	11	11.0
Claims Division Manager	6675	SR13	1	1.0	1	1.0	1	1.0
Claims Representative 1	6674	SR08	2	2.0	2	2.0	2	2.0
Claims Representative 2	6673	SR09	2	2.0	2	2.0	2	2.0
Deputy Metropolitan Attorney	1496	SR16	1	1.0	1	1.0	1	1.0
Insurance Division Mgr	6581	SR14	1	1.0	1	1.0	1	1.0
Law Clerk	2867	SR08	1	1.0	1	1.0	1	1.0
Legal Secretary 1	2870	SR07	2	2.0	2	2.0	2	2.0
Legal Secretary 2	7322	SR08	1	1.0	1	1.0	1	1.0
Metropolitan Attorney	3130	DP03	1	1.0	1	1.0	1	1.0
Office Assistant 1	7747	GS03	0	0.0	0	0.0	0	0.0
Office Support Representative 1	10120	SR04	1	1.0	1	1.0	1	1.0
Paralegal	7343	SR08	8	8.0	8	8.0	8	8.0
Program Manager II	7377	SR12	0	0.0	0	0.0	1	1.0
Total Positions & FTE			50	50.0	52	52.0	53	53.0

07 Planning—At a Glance



Budget Summary		2001-02	2002-03	2003-04
	Expenditures and Transfers:			
	GSD General Fund	\$3,263,771	\$3,669,010	\$3,768,600
	Special Purpose Fund	1,725,617	1,725,617	1,121,600
	Total Expenditures and Transfers	\$4,989,388	\$5,394,627	\$4,890,200
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$478,046	\$256,800	\$286,900
	Other Governments and Agencies	1,675,617	1,945,674	1,005,800
	Other Program Revenue	17,325	100	100
	Total Program Revenue	\$2,170,988	\$2,202,574	\$1,292,800
	Non-Program Revenue	0	0	0
	Transfers From Other Funds and Units	50,000	50,000	50,000
	Total Revenues	\$2,220,988	\$2,252,574	\$1,342,800
Positions	Total Budgeted Positions	52	57	57
Contacts	Director of Planning: Richard Bernhardt Financial Manager: Jeff Lawrence 730 2 nd Avenue South 37210 email: richard.bernhardt@nashville.gov email: jeff.lawrence@nashville.gov Phone: 862-7173 FAX: 880-2450			

Lines of Business and Programs

Geographic Information Sales (GIS) Services and Application Development

Geographic Information Sales and Service
 Geographic Data Maintenance
 GIS Administration and Application Development

Public Communication and Assistance

Media Relations
 Community Outreach and Information

Development Policy and Implementation

Metro Council Support, Information and Advice
 Consultation
 Community Development Guidance
 Compliance Review
 Planning Commission Support
 Design Services
 Travel Demand Analysis

Capital Improvements

Capital Improvements

Regional Transportation Planning

Regional Transportation Planning

Administrative

Information Technology
 Facilities Management
 Human Resources
 Finance
 Procurement
 Records Management
 Risk Management
 Executive Leadership



07 Planning—At a Glance



Mission	<p>To provide education, information, recommendation, and leadership products to citizens of Nashville so they can enjoy a quality of life enriched by choices in housing and transportation, efficient use of public, infrastructure, distinctive community character, and a robust civic life.</p>
Goals	<p><u>Communication/Education Goal</u></p> <p>Over the next two to five years increase Metro Council's, developers', and citizens' understanding of growth-related issues and the opportunities for growing healthier; growing healthier places a premium on</p> <ul style="list-style-type: none"> • Livable mixed-use neighborhoods with transportation choices and housing opportunities that meet the needs of all citizens, regardless of age, income, or family status • Robust citizen participation that identifies and preserves distinctive community character and contributes to a shared civic life • Enhancement of environmental quality and environmental amenities • Attractive opportunities for context-responsive development in the Downtown and other neighborhoods well-served by urban infrastructure • Highest possible quality of life to enhance economic competitiveness in the 21st century economy <p><u>Implementation Goal</u></p> <p>By the end of 2003, revise land development policies and regulations to support citizen interest in healthier growth and streamline development approvals for compact mixed-use, walkable neighborhoods, designed to provide a unifying sense of place, housing and transportation choices, usable public space, and sound environmental stewardship.</p> <p><u>Real Cost Goal</u></p> <p>To support the most efficient long-term provision of public services and facilities, by December 2003 develop data and information about the true long-term costs of providing urban services under alternative growth scenarios.</p> <p><u>Transportation Mobility Goal</u></p> <p>By December, 2004, fully integrate community and transportation planning in order to increase ease of transit use, ensure functionality of pedestrian and bicycle networks, advance development patterns that reduce trip lengths, and ultimately reduce citizens' dependence on the single occupant vehicle for their daily mobility needs.</p> <p><u>Organization and Focus Goal</u></p> <p>Improve operating efficiency to meet customer demand for services that prepare them to take knowledgeable positions and make informed decisions on the healthiest ways to grow their community and achieve a high quality of life:</p> <ul style="list-style-type: none"> • Implement recommendations from the performance audit, including work flow analysis, by December, 2003; and • Develop internal prioritization methodologies by December, 2003. <p><i>NOTE: The Planning Department's Strategic Business Plan – its Mission, Goals, and Programs as listed here – are pending.</i></p>

07 Planning—At a Glance



Budget Change and Result Highlights FY 2004

Recommendation		Result
Metro Council Support, Information and Advice Program		
Council Orientation	\$ 5,000	Provides orientation booklets and seminars to prepare the new Council for Planning and Zoning issues.
Consultation Program		
Consulting Services	80,000	Non-recurring expense to fund various planning and market studies throughout the year. These funds are intended to be used to fill areas of expertise or time not available in existing staff.
FY03 Consulting Services	-80,000	Non-recurring adjustment
Nonallocated Financial Transactions Program		
Pay Plan Improvement	128,000	Supports the hiring and retention of a qualified workforce
Fleet Charges	5,400	Supports the department's transportation needs so it can efficiently and effectively deliver results
Information Technology Program		
Information System Charges	-38,000	Supports the use of technology so the department can efficiently and securely meet its business needs
Facilities Management Program		
Postal Charges	4,400	Supports internal and external communication
TOTAL	\$104,800 (0.0 FTE)	

07 Planning—At a Glance



Geographic Information Sales (GIS) Services and Application Development

The purpose of GIS Services and Application Development line of business is to provide in a timely manner spatial information, applications and analysis products to Metro departments/agencies, elected officials and general public so they can have information available to make decisions based on accurate data.

Geographic Information Sales and Service Program

The purpose of the Geographic Information Sales and Service Program is to provide data, research and map products to the public, other government entities and customer groups, so they can have the information they requested in less than one hour.

Results Narrative

The information in this program is about property and regulatory boundaries like zoning. This program primarily involves over-the-counter requests in our mapping services section in the Howard School Building. The percentage of requests filled in 1 hour was selected as the result because it so directly effects whether customers get what they need in one trip. If this program doesn't produce the information in one hour, customers typically have to return later. This means

they are taking more of their time trying to get information to make decisions instead of making decisions about how to develop their property. This program points right at the very mission of the department, which is to provide information.

Program Budget	2003	2004
GSD General Fund	\$146,100	\$152,800
Mapping Fund	0	65,800
Total Funds	\$146,100	\$218,600
GSD FTEs	2.40	2.40
Mapping Fund FTEs	0.00	0.00
Total FTEs	2.40	2.40

Results	2003	2004
Percentage of information requested will be provided within 1 hour	N/A	N/A

Geographic Data Maintenance Program

The purpose of the Geographic Data Maintenance Program is to provide accurate geographic and land information products to Planning Department staff, other Metro departments and agencies, and the public, so they can have available accurate datasets that meet national standards (NSDI) to achieve their objectives and avoid duplication of effort.

Results Narrative

'Property dataset entries' is another way of saying keeping track of property ownership. This program is primarily focused on recording all the various types of changes that occur to property in Davidson County; who owns it, and how it should be taxed. The sum of all these changes over the course of a year creates the base of information for property assessment and taxation. It is also the information base for people getting permits and development rights for their property. Having ownership, zoning or subdivision changes available quickly and accurately is extremely important to

customers who have already gone through the time and expense of changing their zoning or buying a piece of property to develop it to a higher or better use. That is why we want the result for this program to be about timely and accurate property data changes. If the changes are not done correctly the first time, it takes that much longer to fix the errors and get the correct change in the system so customers can move on with their development. This result is about our Mission Statement's desire to provide information, and our Organization and Focus Goal to increase our effectiveness in meeting our customers' increasing demand for information.

Program Budget	2003	2004
GSD General Fund	\$329,000	\$345,000
FTEs	6.55	6.55

Results	2003	2004
Percentage of datasets maintained meet national standards	N/A	N/A

07 Planning—At a Glance



GIS Administration and Application Development Program

The purpose of the GIS Administration and Application Development Program is to provide customized spatial tools, training, support and coordination products to Planning Department staff, Metro Departments, other government agencies and the public so they can effectively use geographic information to meet their business objectives.

Results Narrative

80% of local government business deals directly with data or information about land. That means almost all Metro departments deal in some way with geography. Yet only 25% effectively use computer programs to achieve their own goals, or to display, analyze or distribute their products. We selected the percentage of departments using GIS data as the result for this program to focus attention on what we feel are the three basic causes of the lack of effective use of available technology. Many departments aren't aware such technology is available to help them meet their objectives. Some of those that do mistakenly operate under the impression that the GIS is Planning's GIS, and therefore underutilize it. Finally, for those that want to use GIS for a very specific purpose cannot justify the initial cost of buying the software and

the additional expense of training staff to use it. We expect this program to increase departments' awareness of the enterprise asset Metro has in GIS, and make it useful to more of them at the lowest possible cost. We expect this program to educate departments about how GIS can help them meet their business objectives. We further expect this program to prepare specific applications that make it possible for users to do what they need to with computerized map data without having to buy the full GIS package and training. This helps other departments meet or exceed their goals and objectives at lower costs. This result helps us accomplish our Mission of providing both information and education. It is also about improving our and our customers' efficiency and effective use of existing data, which aligns this result to our Organization and Focus Goal.

Program Budget	2003	2004
GSD General Fund	\$209,000	\$218,100
FTEs	3.25	3.25

Results	2003	2004
Percentage of Metro departments use geographic information to meet their business objectives	N/A	N/A

Public Communication and Assistance

The purpose of the Public Communication and Assistance line of business is to provide information, education and promotion products to the general public and the media so they can understand planning issues and processes as needed to meet their goals.

Media Relations Program

The purpose of the Media Relations Program is to provide promotions, communication, and support products to the media, so they can produce stories for the public that accurately describe and educates the community on ongoing and specific planning issues.

Results Narrative

In order to more effectively communicate with the public at large, we must first work with reporters to get accurate stories in the newspaper and on radio and television. Because so many people count on the media for information about what's happening in their community, this is a great opportunity for us to meet our mission of providing both education and information. We estimate about 1800 articles each year relate to Planning

Department activities. However, it is not enough simply to get information in the media; we must also work to ensure that it is accurate and fair.

Program Budget	2003	2004
GSD General Fund	\$16,700	\$17,800
FTEs	.30	.30

Results	2003	2004
Percentage of media stories on growth and development issues accurately described planning issues (Total of 1800 articles on an annual basis)	N/A	N/A

07 Planning—At a Glance



Community Outreach and Information Program

The purpose of the Community Outreach and Information Program is to provide communication, education, and promotion products to individuals, community groups and customer groups, so they can better understand the impact of certain growth and development patterns on the community and increase their capacity to influence the development of their community.

Results Narrative

Perhaps one of the most important functions of the Planning Department is communicating with and educating residents of Nashville and Davidson County. When we involve individuals and community groups in planning discussions, it increases their understanding of the impact of different kinds of development patterns, which they can then share with their friends and neighbors. They effectively become "novice planners," able to increase their own and others' capacities to influence the development of their own community.

Their involvement can be reflected in our community plans. With this valuable input, we are able to develop a comprehensive plan for sustainable development that reflects the values of each community. This means Nashville's decisions about the future come from its residents. The key to our educational products is that they meet the needs of the residents of Nashville, so our success is measured in their reports of usefulness.

Program Budget	2003	2004
GSD General Fund	\$297,200	\$296,700
FTEs	4.10	4.10

Results	2003	2004
Percentage of respondents stating that they were better equipped to influence the development of their community	N/A	N/A

Development Policy and Implementation

The purpose of the Development Policy and Implementation line of business is to provide advice, policy and regulatory products to decision-makers, developers and the general public so they can have the information and tools to understand and apply the principles of sustainable development.

Metro Council Support, Information and Advice Program

The purpose of the Metro Council Support, Information and Advice Program is to provide information and recommendation products to the Metro Council, so they can make informed decisions based on sustainable development principles.

Results Narrative

On a regular basis, the Metro Planning Department provides advice, policy and regulatory recommendations to council members. We do this so they can make informed decisions regarding development and growth throughout Metro. This is the department's opportunity to share its expertise with the decision makers through reports, presentations, consultations, and more. This is why the measure was determined to be the staff reports given to the Planning and Zoning and Historical Committee.

This request of \$5,000 is to provide the means to prepare and host several training and education seminars for the

Council to be elected in August. New council members may wish for the opportunity to meet and discuss growth, planning and zoning issues in a general way before having to deal with specific zoning cases later in their term. These funds would be available to help educate council on these matters, and give them a chance to meet with, and become acquainted with zoning staff. This fits right in to our Council Support, Information, and Advice Program. These seminars would be directed to preparing new council members to understand the Planning and Zoning reports output of this program. Furthermore, it moves us towards our communication and education goal.

Program Budget	2003	2004
GSD General Fund	\$130,600	\$114,900
FTEs	2.10	2.10

Results	2003	2004
Percentage of council decisions that support sustainable development principles	N/A	N/A

07 Planning—At a Glance



Consultation Program

The purpose of the Consultation Program is to provide information and advice products to the development community, other government entities and the general public, so they can make decisions that demonstrate an understanding of land use policy and sustainable development practices.

Results Narrative

Everyday, the Metro Planning Department meets representatives from the development community, general public, and other government entities for information and advice on growth and development issues. This is one of our primary methods of explaining the principles of sustainable development. These consultations come in many forms, from scheduled public or private meetings to e-mails to phone calls. It is a demanding but necessary program to achieve our goals. These requests vary dramatically and no one is routine. Our goal however, is to address the requests in a timely manner to meet the needs of these customers. The output of the percentage of development proposals that incorporate the principles of sustainable development best measures how well we communicate those principles.

The non-recurring amount of \$80,000 is intended to be used to hire consultants to perform various planning and market based studies in areas where staff expertise or time is lacking. This funding would provide the means to complete more detailed neighborhood design plans, increase the number of regulatory plans that implement the general plan, increase citizen participants' ability to influence the development of their communities, and increase the number of development proposals that incorporate sustainable development principles. These are the things we need to do to reach our goal of increasing effective public participation and reaching sustainable development.

Program Budget	2003	2004
GSD General Fund	\$261,000	\$245,100
FTEs	4.25	4.25

Results	2003	2004
Percentage of development proposals approved that incorporate sustainable development practices	N/A	N/A

Community Development Guidance Program

The purpose of the Community Development Guidance Program is to provide advice, policy and regulatory products to the public and development community so they can implement the vision of the community as established in the General Plan.

Results Narrative

Many of the programs for the Metro Planning Department are aimed at meeting miscellaneous requests that come from a variety of sources, including council, developers, and the public. The basis for our advice and information comes from our policy and regulatory products. It is important for our customers to also have access to these documents so they can implement the vision of the community as established in the plans. Examples including zoning amendments, transportation and street plans, and community plans. The broadest product we produce in this program is the general plan. This is why it was chosen as our result measure. We are measuring to see that the majority of our regulatory products are

tools to implement the vision of the General Plan, which is developed with extensive public participation. This supports our broader mission of providing a higher quality of life and more sustainable development for the Metro area.

Program Budget	2003	2004
GSD General Fund	\$446,900	\$430,700
TOP Grant	0	100,000
Total	\$446,900	\$530,700
GSD FTEs	6.05	6.05
TOP Grant FTEs	0.00	0.00
Total FTEs	6.05	6.05

Results	2003	2004
Percentage of regulatory products that implement the vision of the community as established in the General Plan	N/A	N/A

07 Planning—At a Glance



Compliance Review Program

The purpose of the Compliance Review Program is to provide regulatory and plan compliance recommendation products to governmental entities and applicants, so they can obtain approval recommendations needed to proceed with their projects.

Results Narrative

Many times, the planning department is just one stop on a developer's task list to complete a job. The purpose of this program is to provide the recommendations needed by both applicants and governmental entities so they can proceed with their projects. The measure is determined

as the percentage of applicants that actually receive the required approval recommendations during their compliance review.

Program Budget	2003	2004
GSD General Fund	\$194,500	\$193,000
FTEs	3.20	3.20

Results	2003	2004
Percentage of applicants that obtain required approval recommendations during compliance review	N/A	N/A

Planning Commission Support

The purpose of the Planning Commission Support Program is to provide development review, agenda preparation, meeting support, policy analysis, and public information products to the Planning Commission so it can make decisions based on professional recommendations.

Results Narrative

The Planning Commission depends on the Planning Department to provide the information and products they need to make wise decisions. We must provide a wide range of services to them, from educational workshops to meeting agendas, and even logistical setup for their meetings, like microphones and PowerPoint. We provide hundreds of staff reports with all of the findings from our review and make recommendations based on professional training and experience. We make these recommendations based on solid review and in-depth study of each case and the relevant regulations and

plans. Because of the staff time, study, and experience, we expect that Planning Commission members will agree with our recommendations most of the time. Also, because we make recommendations based on regulations and plans that are designed to stimulate sustainable development, the Planning Commission will be furthering our mission of providing a greater quality of life for Metro by supporting our recommendations.

Program Budget	2003	2004
GSD General Fund	\$429,400	\$414,800
FTEs	6.90	6.90

Results	2003	2004
Percentage of Metropolitan Planning Commission decisions based on Metropolitan Planning Department staff recommendations	N/A	N/A

Design Services Program

The purpose of the Design Services Program is to provide visual design products to the public, development community, media and government entities so they can have a greater understanding of the options and benefits of building a more sustainable community.

Results Narrative

The work of the Metro Planning Department cannot be summarized by words alone. So much of what we do is visual. It's difficult for any of our customers to understand what we're trying to accomplish without seeing a sketched image of how it will look when it's complete. It's also difficult to learn without photographs or illustrative drawings in our presentations and brochures. As an added benefit, by making our presentations and documents more stimulating, we are attracting a broader audience, which allows for greater

public participation. As a measure of the success of this program, we must go directly to the recipients of these presentations and documents to determine the percentage of people who report an increased understanding, not just of the issues, but also of the options and benefits of building a more sustainable community.

Program Budget	2003	2004
GSD General Fund	\$144,500	\$162,600
FTEs	1.90	1.90

Results	2003	2004
Percentage of recipients of visual design presentations that report an increase in their understanding of the options and benefits of building a more sustainable community	N/A	N/A

07 Planning—At a Glance



Research Program

The purpose of the Research Program is to provide growth analysis and forecasting products to the Metropolitan Planning Commission, its staff, other Metro agencies, so they can make development and investment decisions using true long term cost factors.

Results Narrative

The purpose of planning is to develop strategies, not just for today's growth, but also for the future of the Metro area. The Metro Planning Department provides a number of products to provide growth analysis and to forecast future needs. These include cost/benefit reports, development type comparisons, and land use, population and traffic projections. The challenge is to allocate the cost of improvements over time and to include the long term cost factors in planning products. For example, the

current cost of building in a flood plain is simply the cost of the development. However, the future cost of mitigation when homes and businesses flood because the water has no place to go must be taken into account. Only then can Metro leaders make wise decisions today based on the true numbers and a fair comparison for the future.

Program Budget	2003	2004
GSD General Fund	\$76,400	\$86,700
FTEs	1.40	1.40

Results	2003	2004
Percentage of long term cost factors included in planning products	N/A	N/A

Travel Demand Analysis Program

The purpose of the Travel Demand Analysis Program is to provide information, analysis, and policy guidance products to Metro departments and decision-makers so they can use the land use/transportation relationship in their plans and incremental decisions to reduce the average distance citizens must drive to meet their daily needs.

Results Narrative

The Metro Planning Department is responsible for the development and maintenance of the Nashville-Davidson County Transportation Plan and the Major Street and Collector Plan. Both of these documents serve to guide the development of transportation services and the placement of investments for the Metro government's service area. A crucial element of these plans is the analysis of travel demand. Travel demand analysis involves the creation of mathematical models in order to forecast the demand for services on the transportation system based on population growth, housing types, household income, and the amount of employment. In modeling travel demand, the Metro Planning Department is able to identify existing capacity deficits, as well as forecast future capacity needs. In doing so, the Planning Department is able to make recommendations about transportation investments to both decision makers and those agencies that implement, operate, and maintain transportation facilities and services. In addition, the Metro Planning Department utilizes the travel demand analysis to assist in the identification of investment types that will provide the best balance of facilities and services at the most feasible cost. This program will be measured by the amount congestion is reduced or the number of trips by alternate modes of travel result from the recommendations from the models.

Although this program also has significant responsibilities for planning highway improvements, the Planning

Department has chosen to emphasize the program's performance in promoting alternative transportation options. The actual measure is the percentage of regional transportation funds that are programmed for projects other than roadway widening.

How alternative transportation options help meet Metro's goals

- Safe neighborhoods – An emphasis on alternative transportation will lead to more investment in sidewalks for neighborhood residents and children who walk to school. It will also ease the need to widen streets to the point that they become unsafe for pedestrians to cross.
- Higher quality of life – More options will help reduce congestion, and thus the amount of time that citizens must spend in their cars.
- Healthy Nashville – With more options to walk or bicycle, citizens are encouraged to lead more active lives. Less automobile traffic also leads to improved air quality, particularly for children and the elderly.
- Equal sharing of economic blessings across the city – In a city with a good transit system, all citizens have access to a wide range of job opportunities and can take full part in community life.

Program Budget	2003	2004
GSD General Fund	\$57,900	\$61,300
FTEs	.90	.90

Results	2003	2004
Percentage reduction in average distance citizens must drive to meet their daily needs	N/A	N/A

07 Planning—At a Glance



Capital Improvements

The purpose of the Capital Improvements line of business is to provide 6 year Capital Budget , related instruction, recommendation and report products, to mayors, council, Metro departments/agencies, Planning Commission, and general public, so they can identify and prioritize Metro's short and long-term capital needs to develop a coordinated financial plan to fund necessary improvements.

Capital Improvements Program

The purpose of the Capital Improvements Program is to provide 6 year Capital Budget, related instruction, recommendation and report products, to mayors, council, Metro departments/agencies, Planning Commission, and general public, so they can identify and prioritize Metro's short and long-term capital needs to develop a coordinated financial plan to fund necessary improvements.

Results Narrative

This program is required by the Charter. The staff meet with all departments and Finance, Real Property Services, ADA, and ITS to coordinate and consolidate the projects as much as possible. The staff prepares a recommendation to the Planning Commission. Their

adopted recommended budget is reviewed by the Mayor who then makes his final proposed Capital Improvements Budget (CIB) for council adoption. The measure here is the actual final adopted Capital Improvements Budget.

Program Budget	2003	2004
GSD General Fund	\$56,600	\$58,200
FTEs	.90	.90

Results	2003	2004
Percentage of projects recommended for funding in annual Capital Spending Plans that were identified and prioritized as short or long-term capital needs in the Capital Improvements Budget	N/A	N/A

Regional Transportation Planning

The purpose of the Regional Transportation Planning line of business is to provide short and long-term recommendations, budget, coordination, and educational products to state, regional and local governments, so they can provide diverse and viable transportation alternatives for their citizens.

Regional Transportation Planning Program

The purpose of the Regional Transportation Planning Program is to provide short and long-term recommendation, budget, coordination, and educational products to state, regional and local governments, so they can provide diverse and viable transportation alternatives for their citizens.

Results Narrative

Although this program also has significant responsibilities for planning highway improvements, the Planning Department has chosen to emphasize the program's performance in promoting alternative transportation options. The actual measure is the percentage of regional transportation funds that are programmed for projects other than roadway widening.

Program Budget	2003	2004
GSD General Fund	\$54,600	\$46,000
APR Fund	0	955,800
Total	\$54,600	\$1,001,800
GSD FTEs	6.10	0.10
APR Fund FTEs	0	6.00
Total FTEs	6.10	6.10

Results	2003	2004
Percentage of total Metropolitan Planning Organization project funds programmed at any given time are for non-highway projects to provide viable transportation alternatives to citizens	N/A	N/A

07 Planning—At a Glance



Administrative

The purpose of the Administrative line of business is to provide administrative support products to departments so they can efficiently and effectively deliver results for customers.

Information Technology Program

The purpose of the Information Technology Program is to provide information technology support products to this Metro department so it can efficiently and securely meet its business needs.

Results Narrative

This program includes a decrease by \$38,000 due to an adjustment in Information System charges.

Program Budget	2003	2004
GSD General Fund	\$302,900	\$271,800
FTEs	.40	.40

Results	2003	2004
Percentage of customer satisfaction with quality of IT services	N/A	N/A
Percentage of customer satisfaction with timeliness of IT services	N/A	N/A

Facilities Management Program

The purpose of the Facilities Management Program is to provide operational support products to this Metro department so it can constantly function in a clean and operational work environment.

Results Narrative

This program includes an increase of \$4,400 for postal billing charges.

Program Budget	2003	2004
GSD General Fund	\$90,400	\$101,400
FTEs	1.75	1.75

Results	2003	2004
Percentage of customer satisfaction with quality of custodial services	N/A	N/A

Human Resources Program

The purpose of the Human Resources Program is to provide employment products to department employees so they can receive their benefits and compensation equitably and accurately.

Program Budget	2003	2004
GSD General Fund	\$39,600	\$43,500
FTEs	.40	.40

Results	2003	2004
Percentage of employee turnover	N/A	N/A
Disciplinary/grievance hearings per 100 employees	N/A	N/A
Work days to conduct an external recruitment	N/A	N/A
Employee benefits as a percentage of total employee salaries and wages	N/A	N/A

Finance Program

The purpose of the Finance Program is to provide financial management products to this Metro department so it can effectively manage its financial resources.

Program Budget	2003	2004
GSD General Fund	\$77,900	\$86,600
FTEs	1.30	1.30

Results	2003	2004
Percentage of budget variance	N/A	N/A
Percentage of payroll authorizations filed accurately and timely	N/A	N/A
Percentage of payment approvals filed by due dates	N/A	N/A

07 Planning—At a Glance



Procurement Program

The purpose of the Procurement Program is to provide purchasing transaction support products to this Metro department so it can obtain needed goods and services in a timely and efficient manner.

Program Budget	2003	2004
GSD General Fund	\$38,900	\$41,900
FTEs	.60	.60

Results	2003	2004
Number of calendar days from requisition to purchase order for delegated transactions	N/A	N/A
Percentage of department purchases made via purchasing card	N/A	N/A

Records Management Program

The purpose of the Records Management Program is to provide record management products to this Metro department so it can manage records compliant with legal and policy requirements.

Program Budget	2003	2004
GSD General Fund	\$9,000	\$9,400
FTEs	.20	.20

Results	2003	2004
Percentage of records managed in compliance with legal and policy requirements	N/A	N/A

Risk Management Program

The purpose of the Risk Management Program is to provide safety enhancement and risk management products to this Metro department so it can prevent accidents and injuries and effectively respond to accidents and injuries that occur.

Program Budget	2003	2004
GSD General Fund	\$5,400	\$5,400
FTEs	.10	.10

Results	2003	2004
Liability claims expenditures per capita	N/A	N/A
Number of worker days lost to injury per FTE	N/A	N/A

Executive Leadership Program

The purpose of the Executive Leadership Program is to provide business policy and decision products to this Metro department so it can deliver results for customers.

Program Budget	2003	2004
GSD General Fund	\$249,300	\$364,900
FTEs	1.70	1.70

Results	2003	2004
Percentage of departmental key results achieved	N/A	N/A
Percentage of employees saying they use performance data as a regular part of their decision-making process	N/A	N/A

07 Planning—Financial



GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	2,491,091	2,332,398	2,878,763	3,106,000
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	100,722	60,159	186,800	151,700
Travel, Tuition, and Dues	67,000	50,829	68,900	66,600
Communications	69,500	37,628	69,500	61,500
Repairs & Maintenance Services	40,000	26,963	40,000	16,400
Internal Service Fees	394,908	399,204	317,447	273,700
TOTAL OTHER SERVICES	672,130	574,783	682,647	569,900
OTHER EXPENSE	100,550	96,964	107,100	92,700
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	3,263,771	3,004,145	3,668,510	3,768,600
TRANSFERS TO OTHER FUNDS AND UNITS	0	450	500	0
TOTAL EXPENSE AND TRANSFERS	3,263,771	3,004,595	3,669,010	3,768,600
PROGRAM REVENUE:				
Charges, Commissions, & Fees	425,846	192,012	216,900	251,400
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	75	57	100	100
TOTAL PROGRAM REVENUE	425,921	192,069	217,000	251,500
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	425,921	192,069	217,000	251,500

07 Planning—Financial



Special Purpose Funds

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	344,052	219,625	344,052	337,400
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	1,135,090	722,187	1,044,585	694,700
Travel, Tuition, and Dues	16,260	27,026	31,260	9,500
Communications	25,600	16,475	38,600	14,500
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	15,900	1,516	20,900	4,600
TOTAL OTHER SERVICES	1,192,850	767,204	1,135,345	723,300
OTHER EXPENSE	55,215	53,702	195,445	51,300
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	133,500	0	50,775	9,600
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	1,725,617	1,040,531	1,725,617	1,121,600
TRANSFERS TO OTHER FUNDS AND UNITS	0	876	0	0
TOTAL EXPENSE AND TRANSFERS	1,725,617	1,041,407	1,725,617	1,121,600
PROGRAM REVENUE:				
Charges, Commissions, & Fees	52,200	16,884	39,900	35,500
Other Governments & Agencies				
Federal Direct	424,000	102,920	250,000	100,000
Fed Through State Pass-Through	1,251,617	886,421	1,695,674	905,800
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	2,400	0	0
Subtotal Other Governments & Agencies	1,675,617	991,741	1,945,674	1,005,800
Other Program Revenue	17,250	9,912	0	0
TOTAL PROGRAM REVENUE	1,745,067	1,018,537	1,985,574	1,041,300
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	50,000	65,569	50,000	50,000
TOTAL REVENUE AND TRANSFERS	1,795,067	1,084,106	2,035,574	1,091,300

08 Human Resources-At a Glance



Budget Summary				
		2001-02	2002-03	2003-04
	Expenditures and Transfers:			
	GSD General Fund	\$3,893,538	\$4,541,089	\$5,736,000
	Total Expenditures and Transfers	\$3,893,538	\$4,541,089	\$5,736,000
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	8,000	6,000	6,000
	Other Program Revenue	0	0	0
	Total Program Revenue	\$8,000	\$6,000	\$6,000
	Non-program Revenue	0	0	0
Transfers From Other Funds and Units	1,360,630	1,226,052	2,405,200	
Total Revenues	\$1,368,630	\$1,232,052	\$2,411,200	
Positions	Total Budgeted Positions	61	63	64
Contacts	Director of Human Resources: Billy Lynch	email: billy.lynn@nashville.gov		
	Financial Manager: John Kennedy	email: john.kennedy@nashville.gov		
	Suite 200, 222 Building 37201	Phone: 862-6640	FAX: 862-6654	

Lines of Business and Programs

Information Resources

Employee Information Management
Human Resources Communication

Strategic Consulting

Project Consultation

Workforce Development

Mandatory Training
Performance and Productivity Support
Employee Education and Leadership Development

Human Capital

Compensation Development and Administration
Career Opportunities and Staffing Services
Management
Benefits

Metro Commitment to Fair Employment Practices

Safety
Boards and Commission Administration
Labor Relations
Equal Employee Opportunity

Administrative

Nonallocated Financial Transactions
Information Technology
Human Resources
Finance
Procurement
Records Management
Executive Leadership



08 Human Resources-At a Glance



Mission	<p>To provide human resources business and benefits products to:</p> <ul style="list-style-type: none"> Metropolitan Government employees and agencies so they can provide quality government services, and Metropolitan Government retirees so they can receive the benefits to which they are entitled.
Goals	<p>HR Communication Commitment to Employees</p> <p>So that Metro government employees can be productive and make informed decisions about their employment, by 2005 N/A% of Metro employees will be fully informed about key issues in a timely manner.</p> <p>HR Compliance Commitment</p> <p>By 2005, N/A% of Metro Departments will be certified by the HR Department as compliant with rules, policies and regulations and other applicable laws.</p> <p>HR Staffing Commitment</p> <p>To ensure that Metro agencies have the personnel they need to meet their goals, by 2005, N/A% of hires and N/A% of promotions are completed according to predetermined requirement.</p> <p>HR Commitment to Cost Containment and Quality Benefits</p> <p>In the next 5 years, to support Metro Government in provide quality health insurance coverage to employees and retirees, we will ensure that the annual rate of increase in Metro Government health care costs is N/A% of appropriate benchmark rates.</p> <p>HR Information Commitment to Management</p> <p>So that Metro Government decision makers can make informed decisions regarding human resource matters, we will ensure that by 2005, N/A% of decision makers have appropriate access to accurate and timely Human Resource data.</p> <p>HR Commitment to Performance Excellence</p> <p>In the next 5 years, Metro Departments will have implemented a Performance Management system, which includes developing employee performance plans, providing coaching and counseling, and conducting employee appraisals in a way that measures performance in terms of results that align with desired organizational results.</p>

Budget Change and Result Highlights FY 2004

Recommendation		Result
Performance and Productivity Support Program		
Performance Management	\$ 70,100 (1.00 FTE)	Enhance Metro department's ability to understand and implement the Performance Management system.
Compensation Development and Administration Program		
Classification Study (Non-recurring)	200,000	Hire consultants to develop a fair and adequate pay system.
Benefits Program		
COBRA outsource (Transfer from Pension Trust Fund)	90,000	Maintain a legally compliant COBRA notification product.
HIPAA communication (Transfer from Pension Trust Fund)	20,000	Communicate to employees and retirees changes in Federal HIPAA compliance regulations.
Consulting (Transfer from Pension Trust Fund)	1,080,000	Will allow the Human Resources department to remain current in their programs and practices.
FY 2003 nonrecurring for printing/binding, postal service and Central Printing	-225,000	
TOTAL	\$1,460,100 (1.00 FTE)	

08 Human Resources-At a Glance



Information Resources

The purpose of the Information Resources line of business is to provide strategic information products to Metro management, employees, retirees and the public so they can make intelligent business decisions.

Employee Information Management Program

The purpose of the Employee Information Management Program is to provide employee and retiree information products to Metro departments/agencies and interested parties so they can have timely and accurate information that assists them in conducting their business.

Results Narrative

By sending a survey with each completed report we can determine if the recipient received the information requested in a timely manner and is satisfied with the report format and content. This measure was selected because of the number and variety of reports produced by Human Resources. This program needs feedback

from the report recipients to ensure that the report products are informative, timely, contain all information requested and is in a useful format. This measure relates to Human Resources' goal, "so that Metro Government decision makers can make informed decisions regarding human resource matters".

Program Budget	2003	2004
GSD General Fund	\$262,300	\$262,300
FTEs	4.8	4.8

Results	2003	2004
Percentage of reporting satisfaction with reports	N/A	N/A

Human Resources Communication Program

The purpose of the HR Communication Program is to provide information products to Metro employees, retirees and the general public so they can make informed work/life decisions.

Results Narrative

A periodic survey will be sent as communication efforts are completed. The survey will allow us to determine if the communication effort was successful and aided in the planning of future communications. This measure was selected to assist us in determining how well we are communicating key information. This measure relates to Human Resources' goal, "so that Metro government

employees can be productive and make informed decisions about their employment".

Program Budget	2003	2004
GSD General Fund	\$149,100	\$149,100
FTEs	2.5	2.5

Results	2003	2004
Percentage of customers having information they need to make informed work/life decisions around key issues	N/A	N/A

Strategic Consulting

The purpose of the Strategic Consulting line of business is to provide Human Resources Management Consultation, planning and implementation products to Metro Government so they can achieve the agreed upon predetermined results.

Project Consultation Program

The purpose of the Project Consultation Program is to provide HR management consultation, planning, and implementation products to Metro Government so they can achieve the agreed upon predetermined results.

Results Narrative

This result will be tracked through consultative meetings where goals, tasks and projected dates of completion are agreed upon. This measure was selected so we can gauge the effectiveness of projects involving the Human Resources department. This measure directly relates to the goal, "so that Metro government employees can be productive and make informed decisions about their

employment", the goal, "Metro departments will be certified by the HR department as compliant with rules, regulations and applicable laws", the goal, "to ensure that Metro agencies have the personnel they need to meet their goals" and the goal, "so that Metro decision makers can make informed decisions".

Program Budget	2003	2004
GSD General Fund	\$188,700	\$188,700
FTEs	2.0	2.0

Results	2003	2004
Percentage of departments achieving their agreed upon predetermined results	N/A	N/A

08 Human Resources-At a Glance



Workforce Development

The purpose of the Workforce Development line of business is to provide education and leadership development product to Metro departments so they can maintain an informed and high performing workforce.

Mandatory Training Program

The purpose of the Mandatory Training Program is to provide compliance-training products to Metro departments and agencies so they can maintain a compliant and informed workforce.

Results Narrative

This measure seeks to reduce the number of complaints relating to state and federal employment laws. This measure was selected because Mandatory Training is necessary and required to maintain an informed and high performing workforce. This measure is designed to gauge the effectiveness of the training. This measure is directly related to Human Resources' goal, "so that Metro government employees can be productive", Human

Resources' goal, "Metro departments will be certified by the HR department as compliant with rules, policies and regulations" and Human Resources' goal, "to include developing employee performance planning, providing coaching and counseling, and conducting employee appraisals".

Program Budget	2003	2004
GSD General Fund	\$99,500	\$99,500
FTEs	1.7	1.7

Results	2003	2004
Percentage of complaints relating to State and Federal employment laws	N/A	N/A

Performance and Productivity Support Program

The purpose of the Performance and Productivity Support Program is to provide performance management products to Metro departments and agencies so they can complete employee performance evaluations in a timely manner.

Results Narrative

The Performance and Productivity Support Program provides education and leadership development products to Metro departments so they can maintain an informed and high performing workforce. The additional \$70,100 for salaries, benefits and educational supplies will be used to recruit and hire a person to educate Metro departments, work with the OMB department and consultants and assess the Performance Evaluation products from Metro departments and agencies. This additional funding is for one full time position and educational supplies for training.

The person hired in this position will assist and train Metro departments in Performance Evaluation guidelines, forms, training course curriculum and classes. This position will also be responsible for monitoring Metro departments progress as each department adopts the Performance Management system.

This increase in funding will ensure the Education and Leadership Development Program is successful in its mission to train and assist Metro departments in adopting the Performance Management system.

Program Budget	2003	2004
GSD General Fund	\$94,300	\$164,400
FTEs	1.3	2.3

Results	2003	2004
Percentage of employee performance evaluations submitted in a timely manner	N/A	N/A

08 Human Resources-At a Glance



Employee Education and Leadership Development Program

The purpose of the Employee Education and Leadership Development Program is to provide training and professional development products to Metro departments and employees so they can have the knowledge and skills they need to better perform their jobs.

Results Narrative

This measure will determine the effectiveness of this program by collecting feedback from management in a survey. The survey will be used to determine the effectiveness of the training in ensuring that employees have the knowledge and skills to better perform their

jobs. This measure was developed to help the program determine the effectiveness of the training products. This measure relates to Human Resources' goal, "so that Metro employees can be productive".

Program Budget	2003	2004
GSD General Fund	\$66,900	\$66,900
FTEs	1.2	1.2

Results	2003	2004
Percentage of management that responded their employees received our training products and could demonstrate skills needed to do their jobs	N/A	N/A

Human Capital

The purpose of the Human Capital line of business is to provide pay, benefits and placement products to Metro departments so they can attract, retain and reward their workforce.

Compensation Development & Administration Program

The purpose of the Compensation Development and Administration Program is to provide salary and classification products to Metro departments and agencies so they can have a pay system that is competitive.

Results Narrative

The Compensation Management Program provides pay administration products to Metro departments and agencies so they can attract, retain and appropriately compensate Metro employees. The additional \$200,000 will be used to purchase Management Consulting Services and Other Professional Services. There would be no increase in positions.

The third year of the current pay plan ends on June 30, 2004. This increase in funding will be used to hire consultants to work with the program staff to review the pay plan. This review may include market analysis,

competitive assessment of both pay and benefits, review of "Best Practices" in the industry, which ultimately may result in plan redesign. The use of consultants for independent expertise adds credibility.

The request for this increase in funding will help the Compensation Management Program deliver an up to date pay plan to Metro departments and agencies. This increase will lead to Metro Human Resources achieving our goal of ensuring that Metro departments and agencies can attract and retain the staff needed to meet their goals.

Program Budget	2003	2004
GSD General Fund	\$573,100	\$773,100
FTEs	9.9	9.9

Results	2003	2004
Percentage of Metro grades that are within market based range of compensation	N/A	N/A

Career Opportunities and Staffing Services Program

The purpose of the Career Opportunities and Staffing Services Program is to provide quality recruitment services and products to Metro departments and agencies so they can meet their staffing needs in a timely manner while ensuring compliance with Civil Service.

Results Narrative

Quarterly surveys will be sent to departments. These surveys will ensure that this program meets the staffing needs of departments in a timely manner while maintaining Civil Service compliance. This measure was

chosen so that the program will be effective in attracting a quality applicant pool. This measure relates to Human Resources' goal, "to ensure that Metro agencies have the personnel they need to meet their goals".

Program Budget	2003	2004
GSD General Fund	\$623,600	\$623,600
FTEs	9.0	9.0

Results	2003	2004
Percentage of departments meeting their staffing needs	N/A	N/A

Benefits Program

The purpose of the Benefits Program is to provide benefits products to Metro employees and retirees so they can have a competitive benefits system.

Results Narrative

The Benefits Resources Program provides inquiry and response products to Metro employees and retirees so they can receive resolution of benefit related issues. An additional \$90,000 in funding will provide Management Consulting Services needed to install and maintain a legally compliant COBRA notification product and administration of benefits. There will be no positions added. This additional funding will be provided by a transfer from the Pension Trust Fund.

The increase in funding will ensure that Metro Human Resources achieves and maintains 100% compliance in notifying all Metro employees and retirees of their COBRA rights in a timely and efficient manner, compliant with mandated federal requirements.

This notification product will help the Benefits Resources Program deliver up to date and accurate COBRA notifications to Metro employees and retirees, leading to the achievement of the Metro Human Resources goal of helping Metro employees and retirees to be productive and make informed decisions.

The Human Resources Communication Program provides information products to Metro employees, retirees and the general public so they can make informed work / life decisions. The additional funding of \$20,000 for printing and postage will be used to communicate to employees and retirees changes brought about by the new Federal HIPAA compliance regulations and will be funded by a transfer from the Pension Trust Fund. This funding will be used for producing and distributing mandated information products. There will be no increase in positions.

The new federal HIPAA compliance regulations will change and enhance employees, retirees and the general public's rights and access to certain medical information that may be contained in files maintained by Metro Human Resources. The increase in funding will ensure that Metro employees, retirees and the general public have the knowledge and understanding of the changes to their rights.

The additional funding will help Human Resources provide the information needed to explain the changes in rights and access to certain information to Metro employees and retirees. This increase in funding will also ensure that Metro Human Resources achieve their goal of having productive employees who can make informed decisions about their employment and are fully informed about key issues in a timely manner.

The budgeted \$1,080,000 for consulting purposes will allow the Human Resources Department to remain current in their programs and practices. The additional funding will be provided by a transfer from the Pension Trust Fund.

The Process Enhancement Program will allow the department to track and explain various ongoing projects such as:

- COBRA outsourcing
- Voluntary enrollment plans
- Medical Plan management services
- Health & Welfare plans compliance project
- Self-funded plan documentation review
- Service Pension plan compliance project
- IOD RFP selection, program implementation & monitoring
- Process review documentation for the disability program
- Communications for benefits plans, open enrollments, surveys, etc.
- Long term care RFP
- Pension Administration
- Boards & committee general consulting

While projects like this have been ongoing, the costs have not been budgeted and accounted for on a line item basis.

Program Budget	2003	2004
Special Purpose Funds	\$1,191,400	\$2,156,400
Special Purpose Fund – Document Imaging Project	212,100	0
FTEs	14.8	14.8

Results	2003	2004
Percentage of benefits products that are within market based ranges	N/A	N/A

08 Human Resources-At a Glance



Metro Commitment to Fair Employment Practices

The purpose of the Metro Commitment to Fair Employment Practices line of business is to provide compliance, reporting, consultation, and administration products to Metro Government so they can be in compliance with employment laws and regulations.

Safety Program

The purpose of the Safety Program is to provide Loss and Injury Prevention and Claims Management products to Metro departments and agencies so they can experience a safe, healthy and productive workforce with minimal disruption due to injury and illness.

Results Narrative

Metro Government works to ensure that Metro departments and agencies maintain a safe, healthy and productive workforce. In addition, reduced sick leave and IOD costs will directly affect each department's budget leading to increased productivity. This measure assists us in examining that departments that have safer and healthier employees will reduce costs for sick time and directly translate to increased productivity. This

program will contribute to the reduction of lost workdays through training, inspections and meaningful recommendations to address issues. This measure is directly related to Human Resources' goal, "Metro departments will be certified by the Human Resources department as compliant with rules, regulations and applicable laws".

Program Budget	2003	2004
GSD General Fund	\$192,200	\$192,200
FTEs	3.2	3.2

Results	2003	2004
Percentage of lost workdays due to occupational illness, injury and substance abuse	N/A	N/A

Boards and Commission Administration Program

The purpose of the Board and Commission Administration Program is to provide meeting and hearing administration, staff recommendations, and policy development and interpretation products to the Benefit Board and Civil Service Commission so they can make decisions that are consistent with the policies and procedures of Metropolitan Government.

Results Narrative

The Human Resources department provides policy interpretations and recommendations to the Benefit Board and Civil Service Commission. This measure seeks to reduce the number of decisions made that are

overturned on appeal. This measure was selected to ensure that information these bodies receive assists them in making decisions that are consistent with policies and procedures. This measure relates to Human Resources' goal, "so that Metro Government decision makers can make informed decisions".

Program Budget	2003	2004
GSD General Fund	\$294,700	\$294,700
FTEs	4.0	4.0

Results	2003	2004
Percentage of decisions made not overturned on appeal	N/A	N/A

Labor Relations Program

The purpose of the Labor Relations Program is to provide advisory, interpretation and communication products to union representatives and management so they can experience a proactive partnership in the resolution of employee labor concerns.

Results Narrative

Surveys will be sent to management and union representatives to gauge their satisfaction of the process and framework utilized to resolve employee labor concerns. This measure will determine the satisfaction management and union representatives have with Human Resources labor relations processes. This

measure relates to Human Resources' goal, "so Metro employees can be productive" and goal, "so Metro decision makers can make informed decisions regarding human resource matters".

Program Budget	2003	2004
GSD General Fund	\$86,600	\$86,600
FTEs	0.8	0.8

Results	2003	2004
Percentage of management and union representatives satisfied with the process of the resolution of employee labor concerns	N/A	N/A

08 Human Resources-At a Glance



Equal Employee Opportunity Program

The purpose of the Equal Employee Opportunity Program is to provide consultation, mediation and investigation products to Metro Government so it can ensure that employee complaints of harassment and discrimination are addressed in a timely manner.

certified by the Human Resources department as compliant with rules, policies, regulations and other applicable laws".

Program Budget	2003	2004
GSD General Fund	\$38,700	\$38,700
FTEs	0.5	0.5

Results Narrative

This result measure gauges the number of employee complaints addressed in a timely manner. This measure was selected to ensure that Metro government maintains compliance with Title VII. This measure relates to Human Resources' goal, "Metro departments will be

Results	2003	2004
Percentage of employee complaints of harassment and discrimination that are addressed in a timely manner	N/A	N/A

Administrative

The purpose of the Administration line of business is to provide administrative support products to departments so they can efficiently and effectively deliver results for customers.

Nonallocated Financial Transactions Program

The purpose of Nonallocated Financial Transactions Program is to provide budgeting and accounting products related to interfund transfers and non-program-specific budgetary adjustments to the department and the Metropolitan Government so they can include such transactions in the department's financial records.

Program Budget	2003	2004
Pay Plan	N/A	\$172,000
Transfers	N/A	N/A

Information Technology Program

The purpose of the Information Technology Program is to provide information technology support products to this Metro department so it can efficiently and securely meet its business needs.

Results	2003	2004
Percentage of customer satisfaction with quality of IT service	N/A	N/A
Percentage of customer satisfaction with timeliness of IT services	N/A	N/A

Program Budget	2003	2004
GSD General Fund	\$30,400	\$30,400
FTEs	0.6	0.6

Human Resources Program

The purpose of the Human Resources Program is to provide employment products to department employees so they can receive their benefits and compensation equitably and accurately.

Results	2003	2004
Percentage of employee turnover	N/A	N/A
Disciplinary/grievance hearings per 100 employees	N/A	N/A
Work days to conduct an external recruitment	N/A	N/A
Employee benefits as a percentage of total employee salaries and wages	N/A	N/A

Program Budget	2003	2004
GSD General Fund	\$13,800	\$13,800
FTEs	0.2	0.2

08 Human Resources-At a Glance



Finance Program

The purpose of the Finance Program is to provide financial management products to this Metro department so it can effectively manage its financial resources.

Program Budget	2003	2004
GSD General Fund	\$85,400	\$85,400
FTEs	1.2	1.2

Results	2003	2004
Percentage of budget variance	N/A	N/A
Percentage of payroll authorizations filed accurately and timely	N/A	N/A
Percentage of payment approvals filed by due dates	N/A	N/A

Procurement Program

The purpose of the Procurement Program is to provide purchasing transaction support products to this Metro department so it can obtain needed goods and services in at timely and efficient manner.

Program Budget	2003	2004
GSD General Fund	\$16,700	\$16,700
FTEs	0.2	0.2

Results	2003	2004
Number of calendar days from requisition to purchase order for delegated transactions	N/A	N/A
Percentage of department purchases made via purchasing card	N/A	N/A

Records Management Program

The purpose of the Records Management Program is to provide record management products to this Metro department so it can manage records compliant with legal and policy requirements.

Program Budget	2003	2004
GSD General Fund	\$72,500	\$72,500
FTEs	1.7	1.7

Results	2003	2004
Percentage of records managed in compliance with legal and policy requirements	N/A	N/A

Executive Leadership Program

The purpose of the Executive Leadership Program is to provide business policy and decision products to this Metro department so it can deliver results for customers.

Program Budget	2003	2004
GSD General Fund	\$249,000	\$249,000
FTEs	1.8	1.8

Results	2003	2004
Percentage of departmental key results achieved	N/A	N/A
Percentage of employees saying they use performance data as a regular part of their decision-making process	N/A	N/A

08 Human Resources-Financial



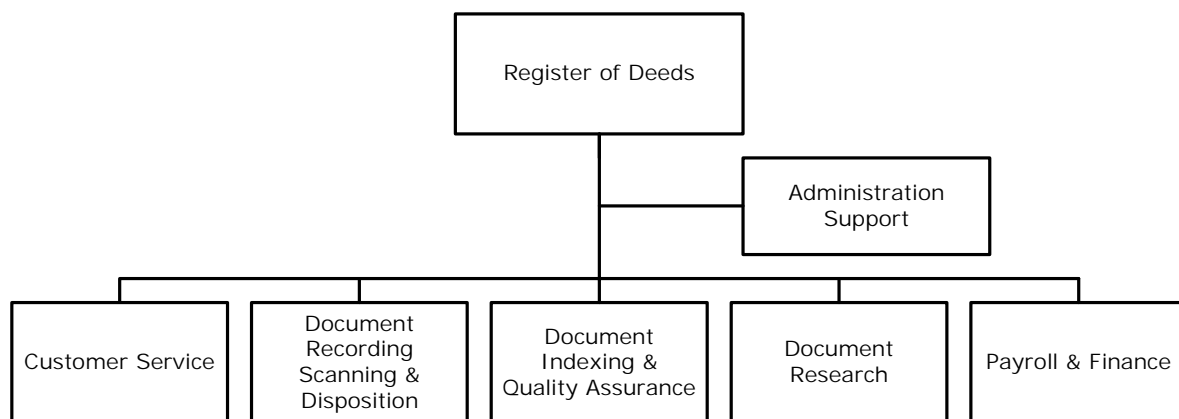
GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	3,362,349	3,040,397	3,639,050	3,855,400
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	183,500	192,431	378,600	1,426,700
Travel, Tuition, and Dues	11,750	8,998	12,800	12,100
Communications	37,200	12,767	223,500	42,900
Repairs & Maintenance Services	7,000	5,798	6,000	6,000
Internal Service Fees	194,088	223,462	200,939	208,600
TOTAL OTHER SERVICES	433,538	443,456	821,839	1,696,300
OTHER EXPENSE	74,651	61,014	80,200	184,300
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	23,000	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	3,893,538	3,544,867	4,541,089	5,736,000
TRANSFERS TO OTHER FUNDS AND UNITS	0	75	0	0
TOTAL EXPENSE AND TRANSFERS	3,893,538	3,544,942	4,541,089	5,736,000
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	20	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	8,000	5,210	6,000	6,000
Subtotal Other Governments & Agencies	8,000	5,210	6,000	6,000
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	8,000	5,230	6,000	6,000
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	1,360,630	1,360,630	1,226,052	2,405,200
TOTAL REVENUE AND TRANSFERS	1,368,630	1,365,860	1,232,052	2,411,200

O9 Register of Deeds—At a Glance

Mission	To record all documents pertaining to real estate and documents relative to the Uniform Commercial Code. To maintain the integrity of all official records and offer courteous, friendly, and expeditious service to all who use the Register's Office.			
Budget Summary		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	Expenditures and Transfers:			
	GSD General Fund	\$418,234	\$424,116	\$537,600
	Special Purpose Funds	<u>220,000</u>	<u>220,000</u>	<u>275,000</u>
	Total Expenditures and Transfers	<u>\$638,234</u>	<u>\$644,116</u>	<u>\$812,600</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$900,000	\$918,400	\$2,772,000
	Other Governments and Agencies	0	0	0
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>3,000</u>
	Total Program Revenue	<u>\$900,000</u>	<u>\$918,400</u>	<u>\$2,775,000</u>
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>0</u>	<u>0</u>	<u>0</u>
	Total Revenues	<u>\$900,000</u>	<u>\$918,400</u>	<u>\$2,775,000</u>
Positions	Total Budgeted Positions	0	0	0
Contacts	Register of Deeds: Bill Garrett Financial Manager: Connie Brookshire Gaylord Entertainment Center 501 Broadway 37203 email: bill.garrett@nashville.gov email: connie.brookshire@nashville.gov Phone: 862-6790 FAX: 880-2039			

Organizational Structure



09 Register of Deeds—At a Glance

Budget Highlights FY 2004

• Information Systems billings	\$ 17,500
• Postage Services billings	12,000
• Rent at Gaylord Entertainment Center during Courthouse renovation	102,000
Total	<u>\$131,500</u>

Overview

REGISTER OF DEEDS

The Register of Deeds Office records deeds, mortgages, plats, leases, liens, limited partnership agreements, charters, and service discharges. All documents are imaged and indexed.



ADMINISTRATION SUPPORT

Administration Support is responsible for budget and finance, information systems maintenance, and employee supervision.

CUSTOMER SERVICE

Customer Service assists walk-in customers with document research, trains customers on the computer system, and handles telephone inquiries regarding land records.

DOCUMENT RECORDING, SCANNING AND DISPOSITION

Document Recording, Scanning and Disposition checks documents for required information, enters recording information into computer system, processes payments, scans documents into computer system, and returns documents to customers by mail or in person.

DOCUMENT INDEXING AND QUALITY ASSURANCE

Document Indexing and Quality Assurance enters indexing information for documents such as grantor, grantee, map and parcel, etc., and verifies accuracy of indexing information.

DOCUMENT RESEARCH

Document Research assists customers with document and plat printing, and assists customers with microfilm.

PAYROLL AND FINANCE

Payroll and Finance maintains bank account, prepares financial reports and tax forms, processes deposits and prepares checks, maintains payroll and benefit records, and maintains employee files.

O9 Register of Deeds—Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
DOCUMENT RECORDING, SCANNING AND DISPOSITION					
1. Record all documents in a timely, and efficient manner.	Document Recording Turnaround				
	a. Mail (60% of volume)	24 hours	24 hours	5 minutes	5 minutes
	b. Walk-ins (40% of volume)	5 minutes	5 minutes	5 minutes	5 minutes
2. Ensure accuracy and integrity of all official public records maintained in the Register's Office.	Document Recording Totals				
	a. Charter	2,497	2,100	2,400	2,400
	b. Judgments	429	322	350	350
	c. Liens	6,879	5,948	6,000	6,000
	d. Military Discharges	41	30	35	20
	e. Plats	382	288	320	300
	f. Powers of Attorney	3,646	4,046	3,950	4,200
	g. Releases	29,404	42,334	35,000	48,000
	h. Trust Deeds	51,982	65,810	60,000	70,000
	i. UCC Fixture Filings and Financing Statements	3,350	4,941	5,100	3,500
	j. Warranty Deeds	21,465	28,287	28,105	30,000
DOCUMENT RESEARCH					
1. Provide courteous, and expeditious customer service.	Document Research Totals				
	Register Staff				
	a. Telephones inquiries	92,000	93,250	90,000	90,000
	b. Walk-ins	11,000	9,009	10,000	10,000
	c. Faxes	36,400	28,000	10,000	25,000
	d. Copies	5,200	7,850	11,000	11,000
	Document Researchers				
	a. Faxes	139,000	150,000	185,000	185,000
	b. Copies	350,000	345,200		325,000
	Internet Service Customers	50	65	125	200

O9 Register of Deeds—Financial

GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	0	1,425,624	0	0
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	38,750	12,163	31,200	31,800
Travel, Tuition, and Dues	4,670	2,956	5,500	5,500
Communications	21,250	24,691	28,300	22,500
Repairs & Maintenance Services	15,500	11,129	15,500	22,500
Internal Service Fees	191,914	207,950	179,396	209,600
TOTAL OTHER SERVICES	272,084	258,889	259,896	291,900
OTHER EXPENSE	146,150	144,454	164,220	244,900
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	418,234	1,828,967	424,116	536,800
TRANSFERS TO OTHER FUNDS AND UNITS	0	75	0	800
TOTAL EXPENSE AND TRANSFERS	418,234	1,829,042	424,116	537,600
PROGRAM REVENUE:				
Charges, Commissions, & Fees	900,000	2,533,448	918,400	2,500,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	900,000	2,533,448	918,400	2,500,000
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	900,000	2,533,448	918,400	2,500,000

09 Register of Deeds—Financial

Special Purpose Funds

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	0	0	10,000
Travel, Tuition, and Dues	0	0	0	0
Communications	0	0	0	0
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	0	0	0	0
TOTAL OTHER SERVICES	0	0	0	10,000
OTHER EXPENSE	0	17,725	0	165,000
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	100,000
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	0	17,725	0	275,000
TRANSFERS TO OTHER FUNDS AND UNITS	220,000	300,000	220,000	0
TOTAL EXPENSE AND TRANSFERS	220,000	317,725	220,000	275,000
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	307,822	0	272,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	3,384	0	3,000
TOTAL PROGRAM REVENUE	0	311,206	0	275,000
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	0	311,206	0	275,000